

ORGANIZATIONAL BEHAVIOUR ORGANIZATIONAL CULTURE

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OUTLINE

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DEFINING CULTURE

The ways of thinking, behaving and believing that members of a social unit have in common.

The total of the inherited ideas, beliefs, values, and knowledge, which constitute the shared bases of social action.

The total range of activities and **ideas** of a group of people with shared traditions, which are transmitted and reinforced by members of the group.

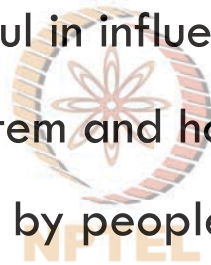
IMPACT OF CULTURE ON INDIVIDUALS

Culture influences both conscious and unconscious level of the mind.

Cultural norms are very powerful in influencing our behaviour.

Culture influences our value system and how we see things.

Culture is learnt and reinforced by people around us.



LEVELS OF CULTURE

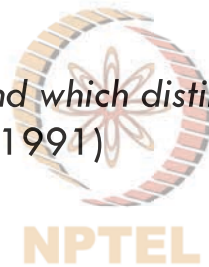
National/regional culture

Organizational culture

- *The collective programming of the mind which distinguishes the members of one organisation from another (Hofstede 1991)*

Professionalization

- Values we learn through the training for a functional specialization.



ORGANIZATIONAL CULTURE

Personality of the organization

A system of shared meaning and beliefs within an organization that determines, in large degree, how employees act.

Culture is perceived and shared by employees



Motives	Characteristic organization
Achievement	<i>Industrial organization</i>
Influence (expert power)	<i>Educational institutions, scientific organizations</i>
Control	<i>Bureaucracy</i>
Dependency	<i>Traditional or one-man organizations</i>
Extension	<i>Community service organizations</i>
Affiliation	<i>Clubs</i>

CULTURAL DIMENSIONS

Power distance

Uncertainty avoidance

Individualism – Collectivism

Masculinity – Femininity

Long term orientation



DIMENSIONS OF ORGANIZATIONAL CULTURE

Attention to detail

Outcome orientation

People orientation

Team orientation

Aggressiveness

Stability

Innovation and risk taking



STRONG CULTURES

Organizations in which the key values are intensely held and widely shared.

Strong cultures influence managers strongly


Factors:

- Organizational size
- Tenure
- Employee turnover
- Leadership



Dominant culture: *expresses the core values that are shared by a majority of the organization's members.*

Subcultures: *tend to develop in large organizations to reflect common problems, situations, or experiences that members face. These can form vertically or horizontally. It would include the core values of the dominant culture plus additional values unique to members of the particular department.*

The NPTEL logo is a circular emblem with a stylized sunburst or flower-like design in the center. The letters "NPTEL" are written in a bold, sans-serif font across the bottom of the circle. The logo is positioned in the background, partially overlapping the text of the second paragraph.

CREATING, SUSTAINING AND TRANSMITTING CULTURE

- **Source: founders' vision / mission / attitudes**
- **Keeping a culture alive:**
 1. **Organization's selection practices**
 - ✓ *For proper 'fit'*
 2. **Actions of top management**
 - ✓ *Sends signals to the employees*
 3. **Organization's socialization methods**
- **How employees learn culture:**
 - **Through common expressions of culture**

COMMON EXPRESSIONS OF ORGANIZATIONAL CULTURE

1. Physical artifacts: *layout, décor, availability of facilities, office stationary, 'symbols'*
2. Language, jargons and metaphors: *unique jargons, terminologies, phrases, acronyms.*
3. Stories, myths and legends
4. Ceremonies and celebrations
5. Routines, rites and rituals: *staff meetings, training programs, appraisal forms, superiors' annual visits, picnics.*
6. Behavioral norms: *towards seniors, colleagues, in meetings, during breaks.*
 - ✓ These norms transmitted to new members through socialization
7. Shared beliefs and values: *ethical / moral codes or ideologies....consciously held, mental pictures of the nature of organizational reality, what is considered right or wrong etc.*
8. Basic assumptions: *unconscious values, beliefs held by organization's members.*



MANAGING (CHANGING) ORGANIZATIONAL CULTURE

The case for

- *Adapting to changing conditions / demands*

The case against

- *Difficult for employees to unlearn years of shared values and beliefs*

Situational factors under which OC can be changed

- A dramatic crisis
- Leadership turnover
- Life-cycle stage
- Age of organization
- Size of organization
- Strength of current culture
- Absence of subcultures

